Addressing growth is an Important programming area for outreach educators.

Educators contribute on several levels: Awareness, Assessment, Appraisal and Action.

Population growth can create complex challenges and opportunities to individuals, families, neighborhoods, communities and larger geographical and political regions. Professionals with educational outreach responsibilities surrounding issues of growth may take on a variety of roles. Fortunately, there is an abundance of resources available to help outreach professionals to fulfill their many potential roles in addressing issues of growth.

In this document, four broad types of roles that outreach professionals take on throughout the growth decision-making process are defined. These roles are:

- Awareness;
- Assessment;
- Alternatives; and
- Action.

An outreach educator may be called upon to participate in growth decisions at any stage in the process. A number of primary sources of tools, information and other resources to facilitate programming around each of these four roles are provided in this document. Potential resources include web-based information, written outputs, audio-visual products (Tables 1-4), and locally available human resources (Appendix 1).

**Awareness**

Outreach educators can fulfill an important role in increasing individual and community awareness regarding growth issues. In order to increase awareness, educators may require skills in facilitation, moderation, conflict resolution, public issues education, public participation, and networking methods, for example. In order to increase awareness, objective research based information and relevant data may be required. Table 1 provides sources for each of these areas of need in the awareness creation process.

**Assessment**

The logical result of increased awareness of the potential influences of growth on individuals, families and communities is to generate an assessment of the current situation. At this stage in the addressing growth decisions process, the outreach educator might be called upon to conduct and/or analyze community
needs, social impact, resource, land use, and economic impact assessments. They may be called upon to evaluate current plans or utilize qualitative or quantitative data to provide an objective view of the current state of affairs. Table 2 provides a number of helpful sources surrounding the assessment of individual and community needs and impacts surrounding issues of growth.

<table>
<thead>
<tr>
<th>Category</th>
<th>Resource Description</th>
<th>Resource location/contact information/Title</th>
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<tbody>
<tr>
<td>Public participation</td>
<td>Heartland Center for Leadership Development</td>
<td>The Heartland Center: <a href="http://www.4w.com/heartland/">http://www.4w.com/heartland/</a></td>
</tr>
<tr>
<td></td>
<td>Colorado State County Cooperative Extension Offices</td>
<td><a href="http://www.colostate.edu/Depts/CoopExt/COOP/ctylist.html">http://www.colostate.edu/Depts/CoopExt/COOP/ctylist.html</a></td>
</tr>
<tr>
<td></td>
<td>&quot;Leadership: Getting it Done&quot; by Rex Campbell. Online book dealing with the building of leadership skills.</td>
<td><a href="http://www.ssu.missouri.edu/faculty/rcampbell/Leadership/default.htm">http://www.ssu.missouri.edu/faculty/rcampbell/Leadership/default.htm</a></td>
</tr>
<tr>
<td></td>
<td>Center of Excellence for Sustainable Development</td>
<td><a href="http://www.sustainable.doe.gov/landuse/civic.shtml">http://www.sustainable.doe.gov/landuse/civic.shtml</a></td>
</tr>
<tr>
<td></td>
<td>Special Libraries in Colorado, by subject, locations</td>
<td><a href="http://www.virtualref.com/_slic/default.htm">http://www.virtualref.com/_slic/default.htm</a></td>
</tr>
<tr>
<td>Education</td>
<td>American Farmland Trust - Farmland Information Library</td>
<td><a href="http://www.farmlandinfo.org/fic/home.html">http://www.farmlandinfo.org/fic/home.html</a></td>
</tr>
<tr>
<td></td>
<td>Lincoln Institute of Land Policy: Research and reports related to land use and tax policies</td>
<td><a href="http://www.lincolinst.edu/main.html">http://www.lincolinst.edu/main.html</a></td>
</tr>
<tr>
<td></td>
<td>This online Sprawl Guide is designed to familiarize you with key issues associated with sprawl, and direct you to some of the wealth of information available on the Web.</td>
<td>Sprawl Guide: <a href="http://www.plannersweb.com/sprawl/home.html">http://www.plannersweb.com/sprawl/home.html</a></td>
</tr>
<tr>
<td></td>
<td>Brief descriptions and contact information on water conservation projects in Colorado</td>
<td>USBR Water conservation projects in Colorado: <a href="http://www.usbr.gov/wrrl/rwc/uc/uc_colorado.html">http://www.usbr.gov/wrrl/rwc/uc/uc_colorado.html</a></td>
</tr>
<tr>
<td>Facilitation</td>
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<td>EPA Region 8 web site: <a href="http://www.epa.gov/region08/">http://www.epa.gov/region08/</a></td>
</tr>
<tr>
<td>Data</td>
<td>Basic primer on urban sprawl</td>
<td>Urban Sprawl by Donald C. Williams</td>
</tr>
<tr>
<td></td>
<td>Colorado by the Numbers: Statistical databases related to Colorado</td>
<td><a href="http://www.colorado.edu/libraries/govpubs/online.htm">http://www.colorado.edu/libraries/govpubs/online.htm</a></td>
</tr>
<tr>
<td></td>
<td>Demography data for Colorado from the Colorado Division of Local Government</td>
<td><a href="http://www.dlg.oem2.state.co.us/demog/demog.htm">http://www.dlg.oem2.state.co.us/demog/demog.htm</a></td>
</tr>
<tr>
<td></td>
<td>Reading list for self learning</td>
<td><a href="http://www.ces.ncsu.edu/depts/agecon/PIE/selected-reading.html">http://www.ces.ncsu.edu/depts/agecon/PIE/selected-reading.html</a></td>
</tr>
</tbody>
</table>

Alternatives

Having understood the current situation, it is appropriate to explore and project the implications of the great variety of means with which individuals, families and communities might address growth decisions. In this stage of the growth decision process, outreach educators may be asked to provide a compendium of the alternatives available to reach the objectives and needs
that were identified during the assessment stage. They may be asked to evaluate the efficacy of various tools and approaches given the social, political, economic, and natural environment of the community or the preferences and needs of the individual. The strategic planning framework could be considered the overview term that describes the evaluation of such alternatives at the community or county level. However, strategic planning is considered in its broadest sense here. Table 3 provides references to growth related tools to assess alternatives at the individual through the state and federal governmental level.

**Action**

Once the objectives have been defined and the available alternatives have been evaluated, a strategy for the formation and implementation of a plan may be requested of the outreach professional. We know

**Conclusions**

In Colorado, outreach educators will be called upon to help individuals and communities address growth decisions. In order to facilitate informed contributions of outreach educators in this process, four distinct roles in addressing growth decisions were described. A primer on the resources available under each of these roles was provided. This is neither an exhaustive list nor a time independent document. Outreach professionals are encouraged to use this information as a point of

<table>
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<th>Table 2: Resources to facilitate assessment of growth issues</th>
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<tr>
<td>Land use assessment</td>
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### Table 3: Resources to explore growth alternatives

<table>
<thead>
<tr>
<th>Category</th>
<th>Resource Description</th>
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<td></td>
<td>Colorado Department of Local Affairs</td>
<td>Colorado Department of Local Affairs: <a href="http://www.dlg.oem2.state.co.us/">http://www.dlg.oem2.state.co.us/</a></td>
</tr>
<tr>
<td></td>
<td>Heartland Center for Leadership Development</td>
<td><a href="http://www.4w.com/heartland/">http://www.4w.com/heartland/</a></td>
</tr>
<tr>
<td>Local government tools</td>
<td>Tools to protect resources and strategies for improving participation in the decision making process</td>
<td>Holding Our Ground: Protecting America's Farms and Farmland by: Tom Daniels and Deborah Bowers</td>
</tr>
<tr>
<td></td>
<td>Document describing organization and legal agreements to protect agricultural land, compensate landowners for fair land development potential, and adjust to changing growth and land use patterns</td>
<td>Organizations and legal agreements: <a href="http://www.ag.state.co.us/resource/documents/silbersteins%20paper.PDF">http://www.ag.state.co.us/resource/documents/silbersteins%20paper.PDF</a></td>
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<tr>
<td></td>
<td>Sonoran community stewardship exchange</td>
<td><a href="http://www.sonoran.org/">http://www.sonoran.org/</a></td>
</tr>
<tr>
<td></td>
<td>Colorado Growth Management Toolbox: Good listing of various tools with associated advantages and disadvantages</td>
<td><a href="http://www.dlg.oem2.state.co.us/fs/toolindx.htm">http://www.dlg.oem2.state.co.us/fs/toolindx.htm</a></td>
</tr>
<tr>
<td></td>
<td>National Center for Agricultural Law Research and Information</td>
<td><a href="http://law.uark.edu/arklaw/aglaw/about.htm">http://law.uark.edu/arklaw/aglaw/about.htm</a></td>
</tr>
<tr>
<td></td>
<td>Formulation and implementation of farmland protection strategies</td>
<td>Creating Successful Communities: A guidebook to Growth Management Strategies - The Conservation Foundation</td>
</tr>
<tr>
<td>State and Federal Tools</td>
<td>Farmland protection and conservation tools</td>
<td>Saving American Farmland: What Works - American Farmland Trust</td>
</tr>
<tr>
<td></td>
<td>Rural Policy Research Institute</td>
<td><a href="http://www.rupri.org/index.html">http://www.rupri.org/index.html</a></td>
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</table>

### Table 4: Resources for facilitating action on growth issues

<table>
<thead>
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<th>Category</th>
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</thead>
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<td>Strategic Planning Process FAQ</td>
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</tr>
<tr>
<td></td>
<td>Public Issues Education</td>
<td><a href="http://www.ces.ncsu.edu/depts/agecon/PIE/">http://www.ces.ncsu.edu/depts/agecon/PIE/</a></td>
</tr>
<tr>
<td>Project funding</td>
<td>Colorado Farm Service Agency</td>
<td>Colorado Farm Service Agency: <a href="http://www.fsa.usda.gov/co/">http://www.fsa.usda.gov/co/</a></td>
</tr>
<tr>
<td></td>
<td>Great Outdoors Colorado Trust Fund</td>
<td><a href="http://www.goco.org/">http://www.goco.org/</a></td>
</tr>
</tbody>
</table>
initiation, but to increase the sources used and inform other outreach educators of the best resources for each of their potential roles as our experience and expertise in addressing growth issues develops over time.

Appendix 1: Colorado Land Use & Agricultural Land Conversion:

Contacts and Organizations

Nonprofit Organizations

American Farmland Trust
Rocky Mountain Field Office
Jeff Jones, Field Director
P.O. Box 328
320 South Main
Palisade, CO 81526
Phone: (970) 464-4963
Email: jjones@farmland.org

Colorado Field Office
Ben Way, Outreach & Development Coord.
236 Linden Street
Fort Collins, CO 80524
Phone: (970) 484-8988
Email: bway@farmland.org

National Office
1200 18th Street, NW, Suite 800
Washington, DC 20036
Phone: (202) 331-7300
Web site: www.farmland.org

Farmland Information Center
Web site: www.farmlandinfo.org
Help Line: (413) 586-4593

Colorado Cattleman’s Agricultural Land Trust
Lynne Sherrod, Executive Director
8833 Ralston Road
Arvada, CO 80002
Phone: (303) 431-6422
Email: ccaglt@aol.com
Web site: www.cca.beef.org/pages/ccalt-home.htm

Colorado Coalition of Land Trusts
Jane Ellen Hamilton, Executive Director
710 10th Street, Suite 117
Golden, CO 80401

Colorado Farm Bureau
Ray Christensen, Public Affairs Director
9177 Mineral Circle
P.O. Box 5647
Denver, CO 80112
Phone: (303) 749-7500
Web site: www.colofb.com

Colorado Open Lands
Dan Pike, President
274 Union Blvd., Suite 320
Lakewood, CO 80228
Phone: (303) 988-2373
Email: dpike@coloradoopenlands.org
Web site: www.coloradoopenlands.org

The Conservation Fund
Western Regional Office
Sydney Macy, Colorado Director
1942 Broadway, Suite 323
Boulder, CO 80302
Phone: (303) 444-4369
Email: syd@tcf-colorado.org
Web site: www.conservationfund.org

Gunnison Ranchland Conservation Legacy
Charlene Hernandez/Joseph A. Milan, Executive Directors
307 North Main, Suite 2A
Gunnison, CO 81230
Telephone: (970) 641-4386

Land Trust Alliance
Chris Hermann, Western Region Director 115 North Fifth Street, Suite 500
Grand Junction, CO 81501
Phone: (970) 245-5811
Email: cthltawr@aol.com
Web site: www.lta.org/swnews.html

Larimer Land Trust
Alisa Wade, Executive Director
236 Linden Street
Fort Collins, CO 80524
Phone: (970) 266-1711
Email: llt@verinet.com

2 The authors thankfully acknowledge the contribution of Martha Sullins of the American Farmland Trust for the majority of this section.
Mesa Land Trust
Rob Bleiberg, Administrator
P.O. Box 1246
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Phone: (970) 464-5750
Email: mesaland@acsol.net

The Nature Conservancy of Colorado
Colorado Field Office
Mark Burget, State Director
1881 Ninth Street, Suite 200
Boulder, CO 80302
Phone: (303) 444-2950
Web site: www.tnc.org

Western Regional Office
Dennis Donald, Vice President
2060 Broadway, Suite 230
Boulder, CO 80302
Phone: (303) 444-1060

Rio Grande Headwaters Land Trust
Julia Gallegos, Executive Director
0881 North Highway 285
Monte Vista, CO 81144
Telephone: (719) 852-4015
E-mail: right@fone.net

Rocky Mountain Farmers Union
Dave Carter, President
10800 East Bethany Drive, 4th Floor
Aurora, CO 80014
Phone: (303) 752-5800
Email: rmfu@aol.com

Rocky Mountain Land Use Institute
7150 Montview Blvd., Suite 122
Denver, CO 80220
Phone: (303) 871-6319

The Sonoran Institute
Tucson Office
Luther Probst, Director
7650 E. Broadway Blvd., #203
Tucson, AZ 85710
Phone: (520) 290-0828
Web site: www.sonoran.org
Email: sonoran@sonoran.org

Lee Nellis, Director of Land Use Policy
Phone: (520) 290-0828
Email: losencinos@theriver.com

Northwest Office
Ray Rasker, Office Director
201 S. Wallace, Box 12, Suite B3C
Bozeman, MT 59715
Phone: (406) 587-7331

The Trust for Public Land
Doug Rebotham, Colorado State Director
1410 Grant Street, B 304
Denver, CO 80203
Phone: (303) 837-1414
Email: Doug.Robotham@tpl.org
Web site: www.tpl.org/nearu/swro/swhome.html

Western Governors’ Association
James Souby, Director
1515 Cleveland Place, Suite 200
Denver, CO 80202-5114
Phone: (303) 623-9378
Web site: www.westgov.org/

Valley Land Conservancy
Tony Hoag, Executive Director
12260 6450 Road
Montrose, CO 81401
Phone: (970) 249-3564
E-mail: tonyhoag@independence.net

Western Colorado Congress
Tom Perlic, Director
600 White Ave., Suite 205
Grand Junction, CO 81502
Tel: (970) 256-7650
Email: info@wccongress.org
Web site: www.wccongress.org

Yampa Valley Land Trust
Susan Dorsey Otis
P.O. Box 773014
Steamboat Springs, CO 80477
Telephone: (970) 879-7240
E-mail: yvltsdo@cmn.net

State Agencies
Colorado Department of Agriculture
David Carlson, Resource Analyst
700 Kipling Street, Suite 4000
Lakewood, CO 80215
Phone: (303) 239-4112
Email: dcarlsonag@juno.com
Web site: www.ag.state.co.us
Colorado Department of Local Affairs  
Bob Brooks, Executive Director  
1313 Sherman Street, Room 323  
Denver, CO 80203  
Phone: (303) 866-2771  
Web site: www.dola.state.co.us/index.htm

Charles Unseld  
Land use planning/Smart Growth  
Phone: (303) 866-2353  
Email: charles.unseld@state.co.us

Andy Hill  
Land use planning/West Slope  
Phone: (970) 248-7316  
Email: andy.hill@state.co.us

Colorado Department of Natural Resources  
Ron Cattany, Deputy Director  
1313 Sherman Street, Room 718  
Denver, CO 80203  
Phone: (303) 866-3311  
Email: ron.cattany@state.co.us

Colorado Division of Wildlife  
Russell George, Director  
Denver Regional Service Center  
6060 Broadway  
Denver, CO, 80216  
Phone: (303) 297-1192  
Web: http://www.dnr.state.co.us/wildlife/

Steve Porter, Habitat Partnership Program Coordinator  
6060 Broadway  
Denver, CO 80216  
Phone: (303) 291-7335  
E-mail: steve.porter@state.co.us

John Seidel, Ranching For Wildlife Coordinator  
Phone: (970) 963-1976  
Email: john.seidel@state.co.us

Colorado State Soil Conservation Board  
Robert Zembroski, Conservation Specialist  
1313 Sherman Street, Room 219  
Denver, CO 80203  
Phone: (303) 866-2100  
Web site: www.ag.state.co.us/soils/soils.html

Colorado State University--Cooperative Extension  
Milan Rewerts, Director  
1 Administration  
Colorado State University  
Fort Collins, CO 80523  
Phone: (970) 491-6281  
Email: mrewerts@vines.colostate.edu  
Website: www.colostate.edu/Depts/CoopExt.

CSU—CE: County Information Service  
Elizabeth Garner, Extension Statistics Specialist  
C-307 Clark Building  
Colorado State University  
Ft. Collins, CO, 80523-1172  
Phone: (970) 491-5706  
Fax: (970) 491-2067  
E-mail: ehornbro@lamar.colostate.edu

CSU: Dept of Agricultural & Resource Econ.  
Andrew Seidl, Assistant Professor and Extension Economist—Public Policy  
B334 Clark Building  
Colorado State University  
Fort Collins, CO 80523-1172  
Phone: (970) 491-7071  
Email: aseidl@ceres.agsci.colostate.edu  
Web: http://dare.agsci.colostate.edu/extension/pubs.html

CSU: Fishery and Wildlife Biology  
Delwin E. Benson, Professor  
Colorado State University  
Fort Collins, CO 80523  
Telephone: (970) 491-6411  
Fax: (970) 491-5091  
Email: delben@cnr.colostate.edu

Richard L. Knight, Professor  
Colorado State University  
Fort Collins, CO 80523  
Office: (970) 491-6714  
FAX: (970) 491-5091  
Email: knight@cnr.colostate.edu

CSU: Natural Resource Ecology Lab  
Diana Wall, Director  
Natural and Environmental Sciences Building, Room B203  
Colorado State University  
Fort Collins, CO 80523-1499  
Phone: (970) 491-2504  
Email: diana@NREL.ColoState.EDU  
Web: www.nrel.colostate.edu/NREL.html
CSU: Natural Resource Recreation & Tourism
George Wallace, Associate Professor
Colorado State University
Fort Collins, CO 80523-1480
Phone: (970) 491-5165
Email: georgew@cnr.colostate.edu

CSU: Rangeland Ecosystem Sciences
John Ortmann, Extension Specialist and Assistant Professor
Rm. 238E Natural Resources Bldg.
(970) 491-1907
E-mail: jortmann@cnr.colostate.edu

Robert G. Woodmansee, Professor
240E Natural Resources Building
Fort Collins, CO 80523-1478
Phone: (970) 491-6677
Fax: (970) 491-2339

Great Outdoors Colorado Trust Fund
Lise Aangeenbrug, Acting Deputy Director
1600 Broadway, Suite 1650
Denver, CO 80202
Phone: (303) 863-7522
Email: info@goco.org
Web site: www.goco.org

Wildlife Habitat Management Institute
Wendell Gilgert, Wildlife Biologist
Department of Fishery and Wildlife Biology
Colorado State University
Fort Collins, CO 80523
Phone: (970) 491-4340
Email: wgilgert@cnr.colostate.edu
Website: www.ms.nrcs.usda.gov/whmi

Federal Agencies
U.S. Department of Agriculture-Colorado
Natural Resources Conservation Service
Gary Finstad, Community Planner
655 Parfet Street, Room E-300
Lakewood, CO 80215-5517
Phone: (303) 236-2903 x260
Email: gary.finstad@co.usda.gov